



Defense Integrated Military Human Resources System (DIMHRS) Overview

22 June 2004



Defense Integrated Military Human Resources System
for Personnel and Pay



Deficiencies with Current Systems

- ▶ Multiple, disjointed Personnel and Pay Systems lead to inaccurate and late pay for Active, Reserve and Guard Personnel
 - Reserve and Guard personnel experience unacceptable delays in pay when mobilized
 - All personnel experience delays and inaccuracy when the basis for pay changes (deployment to theater, promotions, specialty pays)
- ▶ Service Members and their families do not have timely access to benefits
 - Family Members experience delays in getting family support and medical benefits because the personnel systems do not quickly reflect Service Member status
 - Service Members experience delays in getting VA benefits because personnel systems are not designed to provide needed information to VA and manual access to information can take months or longer
- ▶ Combatant Commanders cannot account for personnel in theater or effectively select people with needed skills
- ▶ Personnel in theater and on temporary duty are not tracked and it is difficult to determine possible exposures to harmful environmental conditions
- ▶ Legacy systems put classified information at risk (classified brief available)
- ▶ Inconsistent processes and data make oversight and management difficult at all levels



Objectives of Military IM Program

- ▶ Transform Military Human Resources Management
- ▶ Ensure timely and accurate access to pay and benefits
- ▶ Provide Support to the War Fighter
- ▶ Support and Implement Business Management Modernization Program (BMMP)
- ▶ Replace Inefficient (in some cases, failing) systems
 - Current systems cannot support transformation objectives
 - Key personnel and pay systems are in or near failure
 - Interfacing (nonintegrated) systems require extensive reconciliation, adjudication, and manual work arounds
 - Potential compromise of classified information



DIMHRS Supports the Secretary of Defense's

Top '10' FY04 Priorities

1. Successfully Pursue the Global War on Terrorism

2. Strengthen Joint Warfighting Capabilities

3. Transform the Joint Force

4. Optimize Intelligence Capabilities

5. Improve Force Manning (Develop 21st century human resource approach)

6. New Concepts for Global Engagement

7. Counter the proliferation of WMD

8. Homeland Security

9. Streamline DoD Processes

10. Improve Interagency Process, Focus and Integration

DIMHRS Transformation Goals

- Providing better service to the military and and their families
- Ensuring the best use of human resources
- Putting the right person in the right place at the right time
- Providing timely and accurate information to authorized users
- Ensuring visibility and accountability of our military personnel to authorized users



Lessons Learned

- ▶ Committed and Continuous Involvement of Senior Leadership
 - Active involvement from identification of the problem, thru documentation of the requirements, to development, testing, and fielding of the system
 - Involvement of senior civilian staff is essential for continuity
- ▶ Support and Patience from Senior Leadership
 - Transformation takes time; an overly aggressive schedule can lead to failure
- ▶ Close Monitoring and Control of Requirements through Development
 - Requirements creep affects program cost and performance
 - Tendency to revert to “As-Is” processes undermines BPR
 - Single, authoritative source for requirements essential
- ▶ Quick Wins
 - Find those opportunities for quick wins and capitalize on them



Lessons Learned

- ▶ **Business Rules**
 - Business rules must be understood to be successfully implemented
- ▶ **Data**
 - Common data is essential and can only be achieved with common business rules
- ▶ **Commitment from the Services and Defense Agencies**
 - Successful transformation requires serious commitment from all involved
- ▶ **COTS Set-Up and Configuration**
 - Configuration and set-up, even without modification, takes months
- ▶ **Change Management**
 - Services and Defense Agencies must be willing to make changes in processes and adopt the COTS product when doing so does not adversely affect mission, efficiency, or Service Members



Lessons Learned

- ▶ Loading legacy data into new system is biggest challenge
 - Legacy data must be mapped into new data structures to preserve personnel information
 - Extensive mapping is already in progress to minimize problems
- ▶ Corporate lessons on large-scale implementations:
 - Three days to load 100,000 records with several weeks of clean-up to follow
 - Effort must be phased in between pay periods to ensure no degradation of pay
 - 3 million DoD records must be loaded in increments; each increment cleaned and verified before next increment is loaded
 - Increments are grouped first by component and then by Service to ensure stability for reservists who are called up during implementation
 - Loading and clean-up effort will vary by validity and complexity of Service legacy data environment
 - Speed of implementation could be slowed by problems with legacy data



DIMHRS Size and Complexity

Number of Employees in Thousands

IDA Findings

- ▶ DIMHRS will be the largest COTS implementation – ever
- ▶ DoD requirements are extremely complex and require a degree of automated assistance to personnel actions that is not found in the private sector
 - Higher rate of transactions
 - Complex policies and rules (Title 5, Title 10, Title 32, Title 37)
 - Practice of managing military personnel as corporate assets
- ▶ No process comparable to DoD acquisition process in private sector (5 years from program initiation to award of contract for developing and implementing the system)

Number of Years for Development and Initial Implementation

PeopleSoft Modules

	Benefits	eCompensation	ePerformance	eProfile	Employee Self-Service	Enterprise Performance Management	Enterprise Portal	Payroll	Human Resources	Manager Self-Service	Pension Administration	Time and Labor
DoD	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓
HP	✓	✓		✓				✓	✓	✓		✓
UPS	✓							✓	✓			
NTT				✓				✓	✓			✓

DoD Acquisition Process

Development and Implementation

DoD: Department of Defense
HP: Hewlett-Packard Co.

UPS: United Parcel Service
NTT: Nippon Telegraph and Telephone

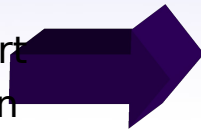
DIMHRS ...transforming Military Personnel



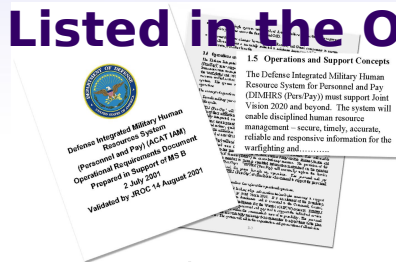
JR&IO - Defining Functional Requirements

Organize Requirements

- Function, Process, & Activity (FP&A) Report
- Data Standardization
- Baseline Functional Matrix



DIMHRS Requirements Listed in the ORD



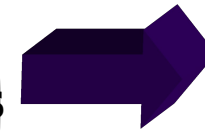
High Level Analysis

- Mapping PS Components to FP&A's
- Develop Business Areas
- Fit-gap

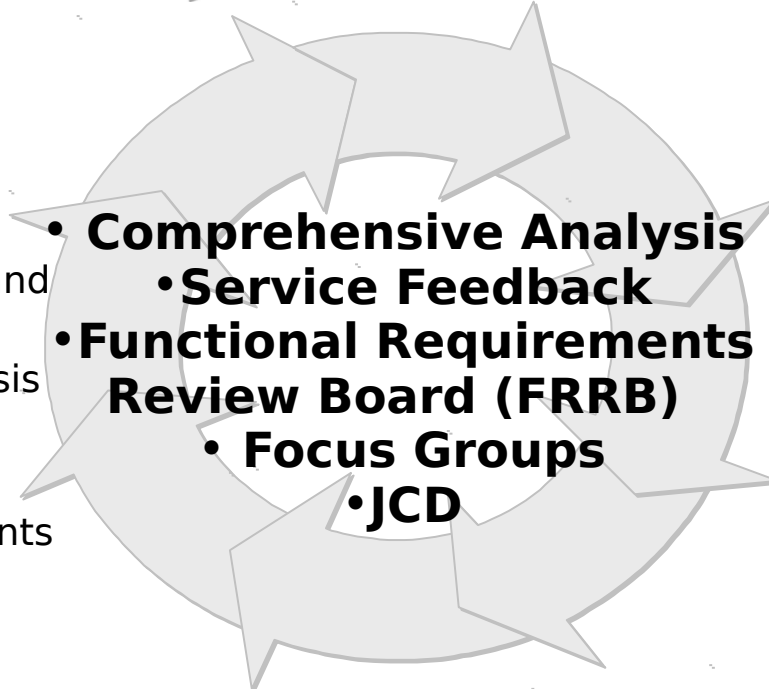
Detailed Analysis

- Develop Use Cases
- Issue identification and resolution
- Business Area analysis
- Ongoing iterative process
- Identified requirements

- **Comprehensive Analysis**
- **Service Feedback**
- **Functional Requirements Review Board (FRRB)**
- **Focus Groups**
- **JCD**



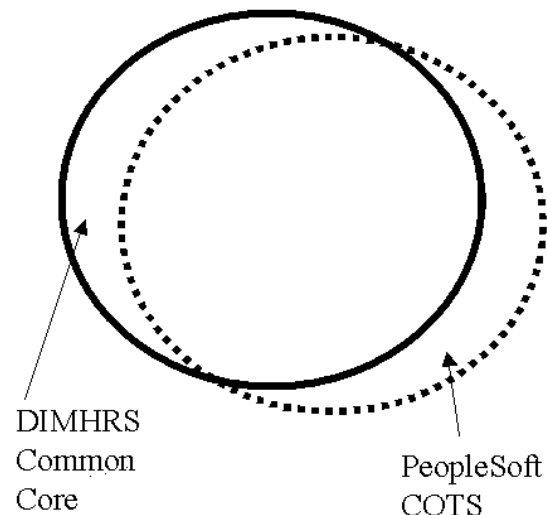
Requirements to the DIMHRS JPMO





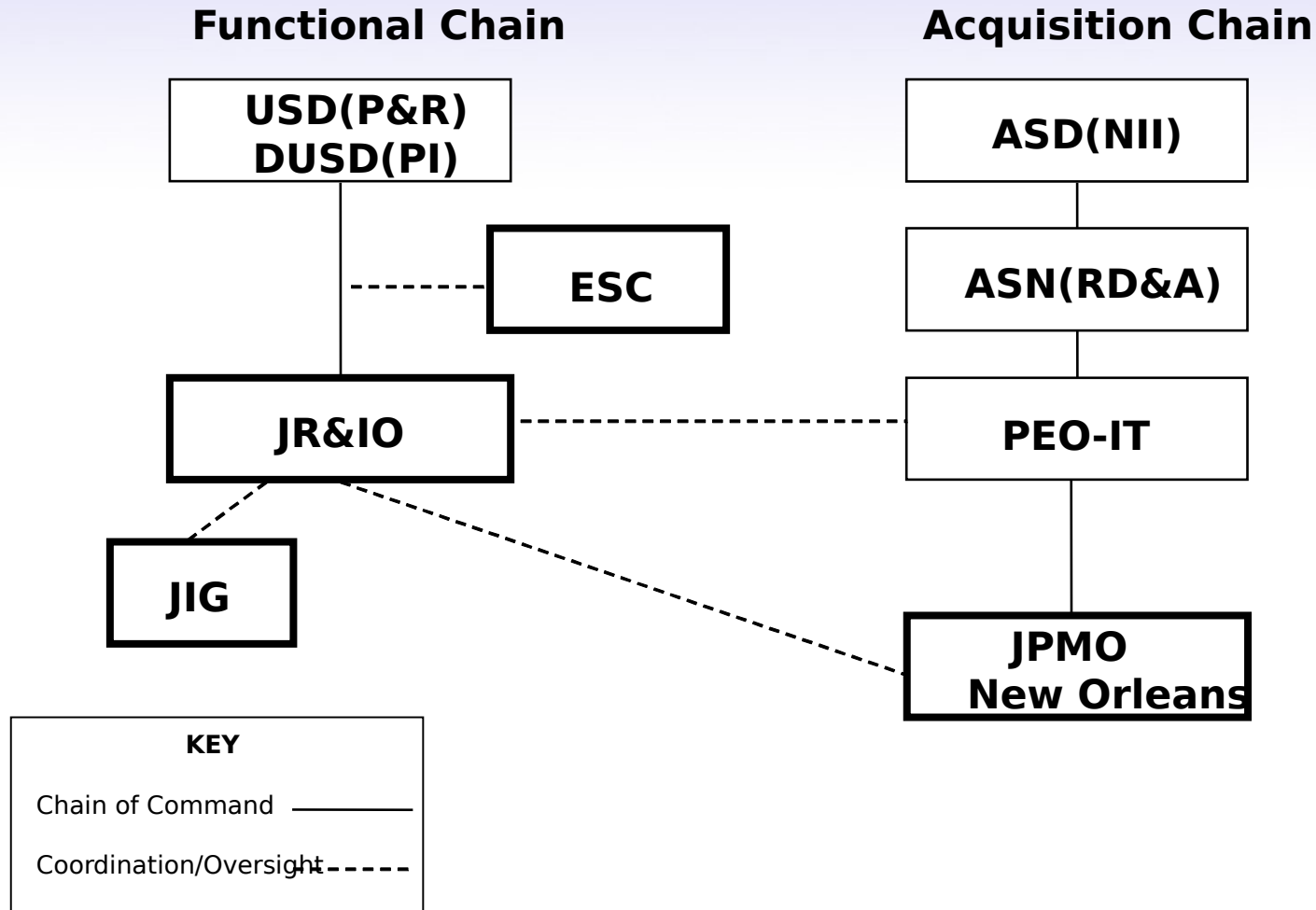
DIMHRS Concept

- ▶ Radical and fundamental change in how the Department of Defense delivers HR support to the Service Member
 - By streamlining and improving current HR practices
 - By delivering new capabilities





JR&IO/JPMO Governance





Functional and Acquisition Governance Responsibilities

Functional Governance

- ▶ **The JR&IO supports the DUSD(PI) by:**
 - Working with the stakeholders to identify issues and requirements
 - Managing and documenting all functional issues and decisions
 - Incorporating functional policy decisions and priorities into the program
 - Providing day-to-day functional guidance to the acquisition team
 - **Providing a single source for functional requirements**
- ▶ **The Executive Steering Committee provides policy and functional advice for the program**

Acquisition Governance

- ▶ **The ASD(NII) is the Milestone Decision Authority for DIMHRS**
- ▶ **The ASN(RD&A) is the Acquisition Executive for DIMHRS**
- ▶ **The PEO(IT) is assigned acquisition responsibility**
- ▶ **The JPMO is the single acquisition executive responsible and accountable for managing the program and acquiring the capabilities:**
 - Responsible to the PEO(IT) for cost, performance and schedule
 - Responsible to JR&IO for meeting functional requirements

DIMHRS
DIMHRS
Success



Issue Resolution Process

- ▶ Issues may be raised at any level
- ▶ All issues are reviewed/discussed at JIG
- ▶ ESC endorsement of all resolutions sought
- ▶ Issue:
 - Any change to DoD or Service process
 - Any modification to COTS
- ▶ COTS Modification:
 - Mission essential
 - Efficiency
 - Impact on Service member
- ▶ Service specific requirements:
 - Mission essential
 - Efficiency
 - Impact on Service member
- ▶ Issue Resolution Process document available



DIMHRS Update

- ▶ Obtained Milestone B approval May 03
- ▶ Received OSD(COMPTR) BMMP certification May 03
- ▶ Selected Northrop-Grumman as Developer/Implementer Sep 03
- ▶ Delivered Baseline Version 1 of functional requirements to JPMO Oct 03
 - Hosted Functional Area Focus Groups for Accessions, Transition, Sustainment, and Compensation
 - Working with JPMO to resolve points of clarification based upon delivered baseline
- ▶ Hosted Focus Groups on Access Hierarchy, Roles & Permissions, Workflow, Reporting Capabilities, and Disconnected Operations
- ▶ Delivered Baseline Version 2 to JPMO 15 Mar 04
 - All future Changes will require Functional Requirements Review Board (FRRB) and Configuration Control Board (CCB) action
- ▶ Presented Preliminary Design Review Dec 03 (JPMO)
- ▶ Conducted Joint Capabilities Demonstration Feb-Mar 04
- ▶ Presented the first of four Critical Design Reviews Mar 04 (JPMO)
- ▶ Offering DIMHRS 101 presentation on a monthly basis (first Friday of every month)
- ▶ Accelerated schedule proposed

DIMHRS ...transforming Military Personnel




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DIMHRS

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The Joint Requirements and Integration Office

JR&IO's [mission](#) includes supporting business process reengineering for all functional areas under the purview of the Under Secretary of Defense (Personnel and Readiness). Through the organization's [five divisions](#), a variety of projects support the USD(P&R), the Services, and the military personnel community. Browse to learn more about JR&IO and its [projects](#) and check out its [calendar](#) of events or the [media center](#) to learn more.

June 2004						
S	M	T	W	T	F	S
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6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Upcoming Events

June 15-16, 2004
Change Working Group

June 17, 2004
FRRB Meeting & Communication Working Group

June 18, 2004
Stakeholder Awareness Briefing

June 30, 2004
Executive Steering Committee



Back-Up



Business Management Modernization Program

- ▶ Modernization of the business of DoD include:
 - Policies
 - Processes
 - Organizations
 - Systems
- ▶ Role of an Enterprise Architecture
 - Provides a business-wide model of business policies, processes, organizations and systems
 - Will drive out undesirable duplication of effort while establishing required functional linkages



Data Migration

- ▶ Full initial data analysis 1992 – 1995, maintained current – over 30,000 legacy data elements
- ▶ DoD Personnel Data Model and Standard Data
 - All Components, Military and Civilian
 - Workshop Approach by Functional Area
 - Full Coordination/Participation Within DoD and VA
- ▶ Current Work - - started 2002
 - Mapping all legacy data to 2,240 DIMHRS Information Requirements
 - Identifying Authoritative source for each Data Element
 - Mapping all legacy codes to DIMHRS valid codes



Comprehensive Analysis

- ▶ All requirements are fully documented in the rational tool suite and coordinated with all of the military components, relevant OSD offices and agencies, and Joint Staff
- ▶ All comments were reviewed and answered and focus groups were held on individual topics
- ▶ Full traceability for all requirements will be maintained through development and throughout system maintenance
- ▶ Documented requirements include:
 - 2000 information requirements
 - 3265 business rules
 - 424 use cases (with associated diagrams)
 - 73 interfaces
- ▶ Full documentation and coordination of detailed requirements took about 18 months and involved 19,874 comments from the Services and other participants
- ▶ Over 1,000 clarifications to documentation resulting from questions from the Developer/Implementer



Business Areas

BA No.	BA Name
01/14	Hire/Re-Hire Enlisted
02/12	Assignments
03	Compensation
04/15	Hire/Re-Hire Officer
05	Termination
06	Family Status Change
07	Leave Accrual
08	Contracts
09	Records Correction

BA No.	BA Name
10	Administer Training/Careers
11	Transfer
13	Promotion/Demotion
16	Retirement
17	Duty Status
18	Retirement Points Accounting
19	Disciplinary Actions
20	Monitor Health/Safety
21	Honors/Awards



Functional Requirements Review Board

- ▶ DIMHRS FRRB (pronounced 'ferbie')
 - **Purpose:** To review and disposition change requests for functional requirements
- ▶ Review Action Items from Previous Meeting
- ▶ Evaluate Each Change Request (CR)
 - Review analysis and recommendations for the CR
 - Review Cost, Schedule and Risk Analysis, as required
 - Recommend Funding Responsibility if approved
 - Dispose of the CR
 - Recommend and provide justification for Priority and Schedule if approved
 - Defer or Cancel CR if disapproved
 - Schedule CR for Issue Resolution if consensus is not reached
- ▶ Assign New Action Items and schedule next meeting



Change Management Initiatives

Service Analysis Sessions	Jul – Oct 02
Access Hierarchy and Roles & Permissions	Dec 02 – Sep 03 ¹
Workflow	May 03 – Jun 04
Functional Area Focus Groups	Aug 03 – Mar 04
Reporting Capabilities	5-6, 13-14 Nov 03
Disconnected Operations	3-4 Dec 03
Joint Capabilities Demonstration	24-25 Feb, 2-3 Mar 04
Cross-Service Support	4 th Qtr, CY 04

¹Updated 28 Jan 04 for JPMO